



Fiscal Year 2008

**Performance Evaluation and
Measurement Plan
(PEMP)**

**Acquisition and Property Management Systems
Balanced Scorecard Model Index Plans**

Lawrence Berkeley National Laboratory

University of California Laboratory Management Office

Department of Energy - Berkeley Site Office

Prime Contract No. DE-AC02-05CH11231

Issued September 28, 2007

Revised November 6, 2007

Revised March 21, 2008

Acquisition and Property Management Systems Balanced Scorecard Model Index Plan

GENERAL

Lawrence Berkeley National Laboratory's (LBNL) Procurement and Property Management organizations have negotiated individual Balanced Scorecard Model Index Plans, provided herein as Exhibit I and Exhibit II, with the Department of Energy Berkeley Site Office (DOE BSO) and the University of California Laboratory Management Office (UCLMO) to measure the performance under Contract No.: DE-AC02-05CH11231, Appendix B, *FY2008 Performance Evaluation and Measurement Plan (PEMP)*, Objective 6.2, *Provide an Efficient, Effective, and Responsive Acquisition and Property Management System(s)*.

SCORING

The Laboratory will present data and analysis demonstrating their success in meeting the objectives and expectations of the Balanced Scorecard Model Index Plans. The following Table 1.0, *Objective 6.2 Score Index*, will be used to determine an overall score for Objective 6.2. The methodology for calculating the Total Score is presented below.

TABLE 1.0 - OBJECTIVE 6.2 SCORE INDEX

FINAL GRADE	TOTAL SCORE
A+	4.1 – 4.3
A	3.8 – 4.0
A-	3.5 – 3.7
B+	3.1 – 3.4
B	2.8 – 3.0
B-	2.5 – 2.7
C+	2.1 – 2.4
C	1.8 – 2.0
C-	1.1 – 1.7
D	0.8 – 1.0
F	0 – 0.7

SCORING METHODOLOGY

Table 2.0, *BSC to PEMP Scoring Conversion Table*, will be used to convert the points achieved under the Procurement and Property Management Balanced Scorecard Model Index Plans to a PEMP score. Performance consistent with the "A" range gradients in PEMP Figure I-1, *Letter Grade and Numerical Score Definitions*, will also be considered in determining the final score for Objective 6.2.

***Acquisition and Property Management Systems
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The Procurement organization will use the total points achieved under Exhibit I, *FY 2008 Procurement Balanced Scorecard Model Index Plan*, Attachment A.

The Property Management organization will use the total points achieved under Exhibit II, *FY 2008 Property Management Balanced Scorecard Model Index Plan*, Attachment A.

TABLE 2.0 – BSC TO PEMP SCORING CONVERSION TABLE

BSC TOTAL POINTS ACHIEVED	PEMP SCORE ACHIEVED
≥ 86.8	3.1 – 3.4
83.4 – 86.7	2.8 – 3.0
80.0 – 83.3	2.5 – 2.7
76.8 – 79.9	2.1 – 2.4
73.4 – 76.7	1.8 – 2.0
70.0 – 73.3	1.1 – 1.7
60.0 – 69.9	0.8 – 1.0
< 60.0	0 – 0.7

***Acquisition and Property Management Systems
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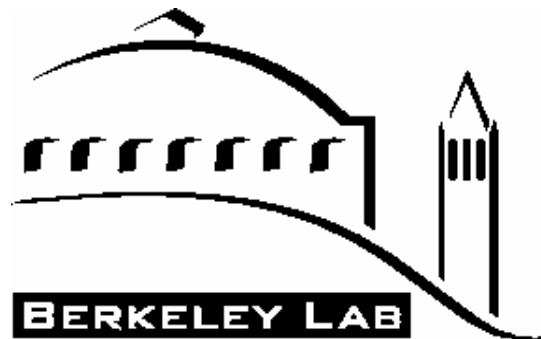
EXHIBIT I

FY 2008 APPENDIX B

PROCUREMENT

BALANCED SCORECARD MODEL INDEX PLAN

March 21, 2008



FISCAL YEAR 2008

Appendix B

Procurement

Balanced Scorecard Model Index Plan

Lawrence Berkeley National Laboratory

University of California Laboratory Management Office

Department of Energy - Berkeley Site Office

Prime Contract No. DE-AC02-05CH11231

September 28, 2007

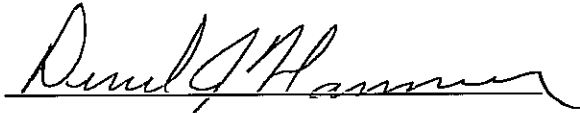
Procurement Balanced Scorecard Model Index Plan

1.0 Introduction

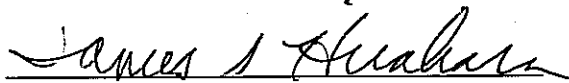
The Procurement Balanced Scorecard (BSC) Model Index is a single, comprehensive instrument designed to provide systematic, ongoing measurement and evaluation of the LBNL procurement system.

The Procurement Functional Team Leaders from the Ernest Orlando Lawrence Berkeley National Laboratory (LBNL), the U.S. Department of Energy (DOE) Berkeley Site Office (BSO), and the University of California Laboratory Management Office (UCLMO) have agreed to use the Procurement BSC Model Index, according to the methodology described herein, for the FY 2008 evaluation of Contract No.: DE-AC02-05CH11231 (Contract 31), *Appendix B, Performance Evaluation Measurement Plan (PEMP)*.

Procurement Functional Team Leaders:



Derrol J. Hammer
Procurement and Property Manager
Ernest Orlando Lawrence Berkeley National Laboratory
(510) 486-6019



James S. Hirahara
Executive Director, Business and Finance
University of California, Laboratory Management Office
(510) 987-0614



Maria C. Robles
Contracting Officer
U.S. Department of Energy, Berkeley Site Office
(510) 495-2552

Approval Date: 9-28-2007

2.0 Background

DOE Contractor:	Ernest Orlando Lawrence Berkeley National Laboratory
Prime Contract No.:	DE-AC02-05CH111231 (Management & Operating)
Points of Contact:	James Hirahara, Executive Director, Business and Finance, UC Laboratory Management Telephone Number: (510) 987-0614 Derrol Hammer, Procurement and Property Manager Telephone Number: (510) 486-6019 John Speros, Policy, Assurance, and Systems Manager Telephone Number: (510) 486-4569
DOE Office:	Berkeley Site Office
DOE Contracting Officers:	Maria Robles and Charles (Chuck) Marshall
Status of Purchasing System:	Approved
Approval Period:	June 1, 2005 through May 31, 2010
Approval Threshold:	\$10 Million – Effective March 12, 2007 (unless otherwise stated in Prime Contract)

3.0 Matrix Overview

The Procurement BSC Model Index is comprised of a matrix (scorecard) in table format designed to document the performance results for the most current reporting period. Most elements are measured quarterly; therefore, ongoing performance is available throughout the assessment period to allow stakeholders (LBNL, DOE BSO, and UCLMO) to measure the health of the procurement system and customer service levels. Quarterly reporting allows for quick intervention in any element and serves as a key component of the DOE Purchasing System Operational Awareness Program. All stakeholders mutually agree upon measured activities, sub-gauges, and gradients before the beginning of the fiscal year. It should be noted that any major changes in regulations, contract requirements, funding, new initiatives, or any unforeseen circumstances impacting the Procurement organization during the self-assessment period may require revisions to evaluation activities, measures, gradients, or desired outcomes. Such changes may require appropriate equitable adjustments to measurement points and will require concurrence by the LBNL, DOE BSO, and UCLMO Functional Team Leaders and Steering Committee review (see *Guidelines for Development of Contract No. DE-AC02-05CH111231, Appendix B, Performance Evaluation and Measurement Plan [PEMP], Fiscal Year 2008, Change Control*).

The *FY 2008 LBNL Procurement BSC Matrix Table* (as shown in Attachment A) is based on the principles of the BSC. The scorecard provides feedback on both internal business processes and outcomes to assist in continually monitoring and improving the work processes and the resulting products delivered. The BSC matrix is designed to evaluate performance within the context of four major perspectives. These perspectives are:

Customer
Internal Business Processes
Learning and Growth
Financial

CUSTOMER PERSPECTIVE

Customer Satisfaction Rating

INTERNAL BUSINESS PROCESSES PERSPECTIVE

Assessing System Operations
Measuring Supplier Performance
Measuring Effectiveness
Socioeconomic Commitments

Procurement Balanced Scorecard Model Index Plan

LEARNING AND GROWTH PERSPECTIVE

Employee Satisfaction Rating

Employee Alignment

Employee Training

FINANCIAL PERSPECTIVE

Cost-to-Spend Ratio

5.0 Measurement and Scoring Methodology

5.1 Measurement

LBNL, DOE BSO, and UCLMO have mutually agreed upon the acceptable level of performance and corresponding targets/gradients for each activity. For activities occurring only once a year, the score shall be entered based on the final result at the end of the designated timeframe. All other results shall be reported quarterly and scored at fiscal year-end based upon the annual cumulative result.

5.2 Target

DOE Headquarters has identified national targets for balanced scorecard measures. Gradients have been established for each BSC Model Index measure based on these targets and the Laboratory's historical performance.

5.3 Point Value

LBNL, DOE BSO, and UCLMO established a consensually acceptable point value for each measure. The range in point value is from 0 to 30 per measure. Points for each measure will be assigned based on performance against the gradients established, as defined in Attachment B, FY 2008 Procurement Management BSC Model Index Scoring Methodology. The points are distributed to the following perspectives:

PERSPECTIVE	POINTS
Customer	15
Internal Business Processes	55
Learning and Growth	25
Managing Financial Aspects	5
TOTAL	100

Note: If LBNL, DOE BSO, and UCLMO agree in advance that a measured activity will not be performed, the three parties will determine an equitable way of distributing the assigned points.

5.4 Overall Scoring

The total earned points for each Performance Measure/Activity are added together to arrive at the overall fiscal year-end score for the Procurement Department. As specified in Attachment A - *FY 2008 Berkeley Lab Procurement BSC Matrix Table*, 100 points are available to Procurement. Procurement will use the Scoring Methodology provided on Page 1 and 2 of the *Acquisition and Property Management Systems Balanced Scorecard Plans*, to convert the total points achieved to a PEMP Score.

6.0 BSC Model Index Scoring Methodology

Attachment B – FY 2008 Procurement BSC Model Index Scoring Methodology, describes the process to be used to establish the individual performance measure results. The mathematical approach to be used to calculate the results and an explanation of the criteria for establishing numerator and denominator values are provided.

7.0 Reporting

Quarterly reports and briefings will be provided to DOE BSO and UCLMO. The reports will include necessary narrative, the overall score, and the numerical scores for each core measure; the supporting activity score for each measured activity; and required supporting documentation. Supporting documentation may be a narrative report, graph, chart, or spreadsheet. DOE BSO will, in response to the reports, provide written feedback as to how it perceives performance against the measures and whether there are any other concerns that DOE BSO may have related to contract performance whether or not reflected in the BSC measures.

Attachment A

FY 2008 Berkeley Lab Procurement BSC Matrix Table

Performance Measures/Measured Activities		Gradient 60/70/80/90/100	Activity Value	Activity Score	Criteria	Total Points For Activity	Performance Objectives	
Customer								
1.1.a Customer Satisfaction Rating								
1.1.a.1	% of satisfied internal customers (using transactional surveys)	<62.1/62.1/72.1/82.1/>92.0	15		Customer Feedback	15	Customer Satisfaction	
Internal Business Processes								
2.1.a Assessing Systems Operations								
2.1.a.1	System Self-Assessment Program	Average of File Scores <50.0/50.0/62.0/75.0/≥88.0	30		Systems Evaluation	30		
3.1.a Measuring Supplier Performance								
3.1.a.1	Key Supplier Management/Strategic Sourcing	Average of Supplier Survey Scores <2.00/2.00/3.00/3.75/≥4.50	5		Measuring Supplier Performance	5		
3.1.a.2	Key Supplier Timeliness of Deliveries	Target 84%	0					
4.1.a Measuring Effectiveness								
4.1.a.1	% of transactions placed by end-users	Target 40%	0	N/A				
4.1.a.2	% of transactions placed through Rapid Purchasing Techniques	Target 90%	0	N/A				
4.1.a.3	% of transactions placed through E-commerce	<25.0/25.0/30.0/35.0/≥40.0	10					
4.1.a.4	Average Cycle Time (Days), Transactions > \$100K	Target 25 - 30	0	N/A	Pursuing Best Practices			
4.1.a.5	Average Cycle Time (Days), Transactions ≤ \$100K	Target 6 - 9	0	N/A				
4.1.a.6	Average Cycle Time (Days), Overall	Target 8 - 11	0	N/A				
4.1.a.7	% of dollars on transactions > \$100K placed through Effective Competition	<25.0/25.0/35.0/45.0/≥55.0	5					
5.1.a Socioeconomic Commitments								
	Small Business Concerns (% of socioeconomic subcontracting in the following categories and outreach activities.)	Goals	5					
	Small Business	≥41.8%						
	Small Disadvantaged Business	≥6.8%						
	Women-Owned Small Business	≥5.8%						
	HUBZone Small Business	≥2.2%						
	Service-Disabled Veteran-Owned Small Business	≥1.3%						
	Veteran-Owned Small Business	≥1.0%			Socioeconomic Subcontracting	5		
Learning and Growth								
6.1.a Employee Satisfaction Rating								
6.1.a.1	% of satisfied employees (using climate surveys)	<60.0/60.0/70.0/80.0/≥90.0	10		Employee Feedback	10		
6.2.a Employee Alignment								
6.2.a.1	% of aligned employees	Target 98%	0	N/A				
6.3.a Employee Training								
6.3.a.1	Employee Training	Deployment of Employee Development and Training Program	15		Provide Employees With Training, Skills, and Tools	15	Learning and Growth	
Financial								
7.1.a Cost-to-Spend Ratio								
7.1.a.1	% of purchasing organization cost compared to total procurement obligations	>3.50/3.50/3.24/2.99/<2.75	5		Process Cost	5	Managing Financial Aspects	
<div>Overall Procurement Assessment</div> <div>100 Points</div>								

ATTACHMENT B

FY 2008 Procurement BSC Model Index Scoring Methodology

CUSTOMER PERSPECTIVE

1.1.a Customer Satisfaction Rating

1.1.a.1 – Internal Customer Satisfaction Rating

The Procurement Department's primary customers consist of the Laboratory Program/Technical Division Scientists or Principal Investigators; the Administrators or Analysts; and the Technicians and Engineers, who are the recipients of the purchased goods and services (internal customers).

In FY 2008, the Laboratory will continue to assess the degree of satisfaction with Procurement's ability to meet internal customer needs. A customer transactional survey (or questionnaire) that addresses the standard BSC performance measurement core response areas (timeliness, quality, and communication practices) will be presented to both DOE BSO and UCLMO for concurrence in April 2008. Respondents will be asked to provide "yes/no" answers to questions regarding the core response areas. In addition, the respondent will be asked to supply one of three overall satisfaction ratings consisting of: "Unsatisfactory," "Satisfactory," or "Highly Satisfactory". A comments section will be provided for each survey question.

The internal customers to be surveyed will be selected from the Self-Assessment File Review sample (see 2.1.a.1 – *System Self-Assessment Program*, below). The Self-Assessment File Review sample is randomly selected from a designated universe of procurement transactions (such as the prior twelve months).

The surveys will be issued to internal customers concurrent with the related self-assessment(s). For the purpose of scoring this measure, the respondent will be considered "Satisfied" if their response to the overall satisfaction survey question is "Satisfactory" or "Highly Satisfactory".

The formula below will be applied to determine the Internal Customer Satisfaction rating:

Internal Customer Satisfaction Rating % =	Number of Satisfied Internal Customers
	Total Number of Internal Customers Responding to Survey

Procurement Balanced Scorecard Model Index Plan

Performance will be rated using the following gradients:

Percent of Customers Responding to Survey That Are Satisfied	Points Earned*
> 92.0%	15.0
82.1 - 92.0%	13.5
72.1 - 82.0%	12.0
62.1 - 72.0%	10.5
< 62.1%	9.0

* Additional Points/Deduction of Points: A maximum of two points can either be earned or deducted from the points awarded. Point addition/deduction will be considered by DOE BSO based on an evaluation of the internal customer service activities conducted by Procurement during the year. However, no more than 15 points can be earned for this measure.

INTERNAL BUSINESS PROCESSES PERSPECTIVE

2.1.a Assessing Systems Operations (Effective Internal Controls)

2.1.a.1 – System Self-Assessment Program

Effective Internal Controls (system evaluation) will be addressed under the Procurement Organization's System Evaluation Program. A letter will be submitted to DOE BSO and UCLMO by the end of September 2007, which provides a schedule and description of self-assessment activities to be conducted during FY 2008.

The Laboratory's goal, as always, is to apply a sound, thorough, and systematic approach to risk-based self-assessment and to address any remedial actions in a timely manner.

Performance will be rated using the following gradients:

Procurement Quality Index Average File Score	Points Earned
≥ 88.0	30.0
75.0 - 87.9	27.0
62.0 - 74.9	24.0
50.0 - 61.9	21.0
< 50.0	18.0

3.1.a – Measuring Supplier Performance (Effective Supplier Management)

3.1.a.1 – Key Supplier Ratings

In keeping with the Laboratory's related objectives of providing excellent customer service, of ensuring cost-effective performance improvements while maintaining appropriate internal controls, and of promoting greater integration across the supply chain, Procurement's goal is to conduct business with reliable, competent subcontractors and suppliers, especially for mission-critical services and supplies. In FY 2008, the Laboratory will continue to evaluate key suppliers who provide critical commodities to the Laboratory. The Key Suppliers will be identified by the Laboratory and a list of these Key Suppliers will be provided to DOE BSO and UCLMO by the end of May. Key Suppliers will be evaluated against established criterion-based measurement in four areas: Quality of Work, Timeliness of Performance, Cost Control, and Business Relations. Key Suppliers' performance will be evaluated through May 31, 2008, utilizing the Laboratory survey form, "*Customer Evaluation of Subcontractor's Performance*". Input will be due into Procurement's Small Business and Supplier Management Office by July 11, 2008. Survey results will be provided to DOE BSO and UCLMO in the fiscal year-end report.

Scoring for this measure will be based on the total average points achieved by the Laboratory Key Suppliers.

Performance will be rated using the following gradients:

Average Points Achieved By Laboratory Key Suppliers	Points Earned
4.50 - 5.00	5.0
3.75 - 4.49	4.5
3.00 - 3.74	4.0
2.00 - 2.99	3.5
< 2.00	3.0

3.1.a.2 – Key Supplier Timeliness of Deliveries

The Key Supplier Survey used in Measure 3.1.a.1 will be used to obtain feedback regarding timely deliveries of goods and services for this measure.

Target = 84% of Key Suppliers provide timely delivery of goods and services.

4.1.a – Measuring Effectiveness (Utilization of Alternative Procurement Approaches, Acquisition Process, and Competition)

The Laboratory will measure its operational effectiveness in utilizing alternative procurement approaches, such as transactions placed by end-users and other rapid purchasing techniques, against benchmarks and industry standards. These alternative approaches encompass such transactions as procurement card transactions, verbal purchase orders, blanket subcontract releases, as well as transactions placed through electronic commerce.

4.1.a.1 – Percentage of Transactions Placed by End-Users

Transactions placed by end-users include Just-In-Time (JIT)/System orders, blanket order releases, eBuy orders, and B2B system contract releases.

The percentage of transactions placed by end-users will be measured using the following formula:

% of Transactions Placed by End-Users =	Number of Transactions Placed by End-Users
	Total Transactions Placed

Target = 40% of transactions will be placed by end-users

4.1.a.2 – Percentage of Transactions Placed Through Rapid Purchasing Techniques

The percentage of transactions placed through rapid purchasing techniques will be measured using the following formula:

% of Transactions Placed Through Rapid Purchasing Techniques =	Number of Transactions Placed Through Rapid Purchasing Techniques
	Total Transactions Placed

Transactions placed through rapid purchasing techniques include purchase cards, long-term purchasing agreements (blanket orders), e-commerce, Just-In-Time (JIT)/System, and verbal purchase orders, strategic agreements and other supplier programs (e.g. DOE Integrated Contractor Purchasing Team [ICPT] Agreements and University of California agreements).

Target = 90% of transactions will be placed through rapid purchasing techniques

Procurement Balanced Scorecard Model Index Plan

4.1.a.3 – Procurement Transactions Placed Through Electronic Commerce

The percentage of transactions placed through electronic commerce (eBuy and B2B system contract releases) will be measured using the following formula:

% of Transactions Placed Through Electronic Commerce =	Number of Transactions Placed Through Electronic Commerce
	Total Transactions Placed

Performance will be rated using the following gradients:

Percentage of Transactions Placed Through Electronic Commerce	Points Earned
≥ 40.0%	10.0
35.0 - 39.9%	9.0
30.0 - 34.9%	8.0
25.0 - 29.9%	7.0
< 25.0%	6.0

4.1.a.4 – Average Cycle-Time for Transactions > \$100,000

The Laboratory will measure the average procurement cycle-time in days for transactions over \$100,000.

Note: Purchase card transactions are excluded from this measure.

Target = 25 to 30 days for transactions > \$100,000

4.1.a.5 – Average Cycle-Time for Transactions ≤ \$100,000

The Laboratory will measure the average procurement cycle-time in days for procurement transactions ≤ \$100,000. Note: Purchase card transactions are excluded from this measure.

Target = Six to 9 days for transactions ≤ \$100,000

4.1.a.6 – Average Cycle-Time for All Transactions

The Laboratory will measure the average procurement cycle-time in days for all procurement transactions.

Target = Eight to 11 days for all transactions

4.1.a.7 – Use of Effective Competition

The Laboratory will measure effective competition as a percentage of dollars obligated on transactions over \$100,000. The subcontracting competition base will exclude two types of transactions: (1) transactions with organizational affiliates of the University of California (i.e., Los Alamos National Laboratory and Lawrence Livermore National Laboratory) and the campuses, and (2) “internal orders” for utility services. (This exclusion is based upon DOE Acquisition Guide, Chapter 41 – *Acquisition of Utility Services*).

Performance will be rated using the following gradients:

Percentage of Dollars Obligated for Transactions > \$100,000	Points Earned
≥ 55.0%	5.0
45.0 - 54.9%	4.5
35.0 – 44.9%	4.0
25.0 - 34.9%	3.5
< 25.0%	3.0

5.1.a – Socioeconomic Commitments (Good Corporate Citizenship Through Purchasing)

The Laboratory's percentage of socioeconomic subcontracting is measured and reported in accordance with Prime Contract Appendix H – *Small Business Subcontracting Plan*. The subcontracting socioeconomic base excludes two types of transactions: (1) subcontracts involving performance outside of the United States or its outlying areas and (2) transactions with organizational affiliates of the University of California (i.e., Los Alamos National Laboratory and Lawrence Livermore National Laboratory) and the campuses. The FY 2008 socioeconomic goals, for year-end cumulative reporting, are as follows:

Small Business	41.8%
Small Disadvantaged Business	6.8%
Women-Owned Small Business	5.8%
HUBZone Small Business	2.2%
Service-Disabled Veteran-Owned Small Business	1.3%
Veteran-Owned Small Business	1.0%

In addition to the cumulative year-end subcontracting results, DOE BSO's evaluation of this measure will include the assessment of the Laboratory's outreach efforts, as well as the consideration of any mandatory changes in regulations, contract requirements, funding, or initiatives and any anomalies that may have an adverse impact on Laboratory socioeconomic goal achievements. A maximum of five points can be awarded for this measure.

LEARNING AND GROWTH PERSPECTIVE

6.1.a Employee Satisfaction

6.1.a.1 Percentage of Satisfied Employees (Climate Survey)

Procurement will conduct a written, anonymous climate survey of Laboratory Procurement employees relative to its purchasing systems and methods and use the results to determine satisfaction ratings. In April, the survey format will be presented to both DOE BSO and UCLMO for concurrence.

The survey will be sent electronically to each Laboratory Procurement employee in May. The survey will contain twelve survey statements (questions) covering topics relating to timeliness, quality of work environment, efficiency, communications, openness to innovation, and procurement ethics. Employees will be asked to score their degree of "agreement" with the twelve survey statements, on a scale of "1" (Strongly Disagree) to "5" (Strongly Agree). If an employee's average score for all twelve (12) statements has a Rating of "3" or higher, the employee will be considered "Satisfied."

The formula below will be applied to determine the Procurement Employee Satisfaction rating:

Procurement Employee Satisfaction Rating % =	Number of Satisfied Procurement Employees
	Total Number of Procurement Employees Responding to Survey

Performance will be rated using the following gradients:

Procurement Employee Satisfaction Rating	Points Earned*
≥ 90.0%	10.0
80.0% - 89.9%	9.0
70.0% - 79.9%	8.0
60.0% - 69.9%	7.0
< 60.0%	6.0

* Additional Points/Deduction of Points: A maximum of one point can either be earned or deducted from the points awarded. Point addition/deduction will be considered by DOE BSO based on an evaluation of

Procurement Balanced Scorecard Model Index Plan

Procurement's efforts to evaluate and address employee survey feedback and improve employee satisfaction during the year. However, no more than 10 points can be earned for this measure.

6.2.a Employee Alignment

6.2.a.1 Percentage of Procurement Employees' Performance Evaluation Plans Aligned with Organizational Goals and Objectives

The Laboratory will ensure that its Procurement employees' Performance Evaluation Plans are aligned with organizational goals and objectives. Procurement Managers and Supervisors will ensure that all employees are thoroughly familiarized with their responsibilities associated with the FY 2008 Procurement Balanced Scorecard Plan as well as organizational goals and objectives throughout the year.

Target = 98% of Procurement employees' Performance Evaluation Plans aligned with organizational goals and objectives.

6.3.a Measuring Employee Training

6.3.a.1 Employee Training

The Laboratory will continue to deploy the Procurement Employee Development and Training Program, in accordance with the Procurement Training Plan. A letter will be submitted to DOE BSO and UCLMO by September 30, 2007, that provides a schedule and description of training activities to be conducted during FY 2008.

Performance will be rated using the following gradients:

Employee Training Results	Points Earned
A sound systematic approach, fully responsive to all requirements of an Employee Development and Training Program (Management Development, Career Development, Basic Skills, Professional Skills, Technical Training, and Supervisory Skills) exists and is being employed as a key management tool. There is clear evidence of improvement shown in most aspects of the Acquisition Process, as a result of the new Development and Training Program. Results are subjected to analysis, and any corrective action to Program is aggressive and effective. Entire Program is deployed without significant weaknesses or gaps.	15.0

Employee Training Results	Points Earned
A sound systematic approach, responsive to the overall purposes of an Employee Development and Training Program exists and is a key management objective. There is clear evidence of improvement shown in most aspects of the Acquisition Process, as a result of the new Development and Training Program. The approach is well developed, may not be fully deployed, but has no major gaps.	13.5
A sound systematic approach, responsive to the primary requirements of an Employee Development and Training Program exists. There is clear evidence of improvement shown in key areas of the Acquisition Process. More emphasis is placed on improvement of Employee Development and Training, than on reaction to problems. Program is chiefly developed, but some areas are not ready for deployment.	12.0
A systematic approach to the primary purposes of an Employee Development and Training Program has begun. There is evidence that the Laboratory is in the early stages of a transition to the new Program. Some major gaps exist in deployment that would inhibit progress in achieving the primary purposes of a Development and Training Program.	6.0
A systematic approach to the primary purposes of an Employee Development and Training Program does not exist. There is little evidence to show that the Laboratory has achieved even the early stages of a transition to a new Development and Training Program. The Program is not ready for deployment.	0

FINANCIAL PERSPECTIVE

7.1.a Optimum Cost Efficiency of Purchasing Operations

7.1.a.1 – Cost-to-Spend Ratio

The Laboratory will ensure optimum cost efficiency of purchasing operations. The Laboratory will compare its operating costs as a percentage of total procurement dollars obligated to benchmarking data and industry standards and establish goals and gradients accordingly.

Procurement Balanced Scorecard Model Index Plan

The formula below will be applied to determine the cost-to-spend ratio:

Cost to Spend Ratio % =	Purchasing Operation Operating Costs (Labor + Overhead)
	Purchasing Obligations

Performance will be rated using the following gradients:

Cost to Spend Ratio	Points Earned
< 2.75%	5.0
2.99 - 2.75%	4.5
3.24 - 3.00%	4.0
3.50 - 3.25%	3.5
> 3.50%	3.0

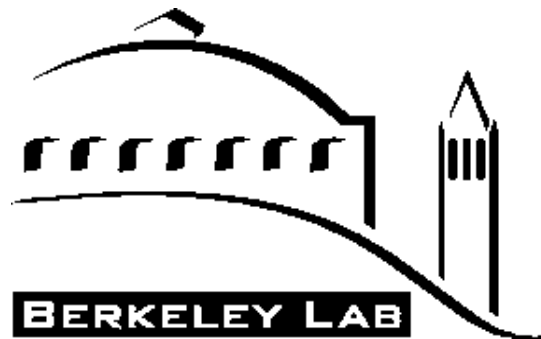
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EXHIBIT II

FY 2008 APPENDIX B

PROPERTY MANAGEMENT

BALANCED SCORECARD MODEL INDEX PLAN



Fiscal Year 2008

Appendix B

Property Management

Balanced Scorecard Model Index Plan

Lawrence Berkeley National Laboratory

University of California Laboratory Management Office

Department of Energy - Berkeley Site Office

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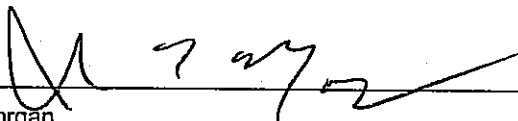
Property Management Balanced Scorecard Model Index Plan

1.0 Introduction

The Property Management Balanced Scorecard (BSC) Model Index is a single, comprehensive instrument designed to provide systematic, ongoing measurement and evaluation of the LBNL property management system.

The Property Management Functional Team Leaders from the Lawrence Berkeley National Laboratory (LBNL), the U.S. Department of Energy (DOE) Berkeley Site Office (BSO), and the University of California Laboratory Management Office (UCLMO) have agreed to use the BSC Model Index, according to the methodology described herein, for the FY 2008 evaluation of Contract No.: DE-AC02-05CH11231 (Contract 31), Appendix B, *Performance Evaluation Measurement Plan (PEMP)*.

Property Management Functional Team Leaders:

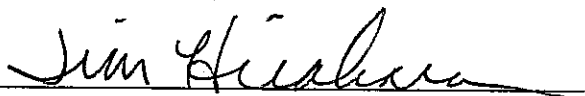


John Morgan

Property Manager

Lawrence Berkeley National Laboratory

(510) 486-5728

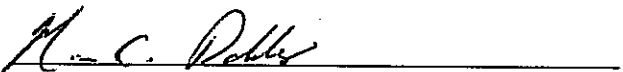


Jim Hirahara

Executive Director, Business and Finance

University of California, Laboratory Management Office

(510) 987-0614



Maria Robles

Contracting Officer

U.S. Department of Energy, Berkeley Site Office

(510) 495-2552

Approval Date: 04-02-2008

2.0 Background

The BSC Model Index measures consistency with the fiduciary responsibilities outlined in Contract 31, provides a framework for understanding and meeting customer expectations, and highlights the balance between performance and cost. It emphasizes the overall goal that cost, quality, and cycle time must be simultaneously improved.

The model is intended to be used as a single-assessment vehicle for scoring under Contract 31, Appendix B, FY 2008 PEMP Objective 6.2, *Provide an Efficient, Effective, and Responsive Acquisition and Property Management System(s)*. An additional aspect is that it reflects the core objectives and performance measures established under the *DOE Contractor Personal Property Management Balanced ScoreCard*.

Changes in regulations or requirements, decreases in funding, or new initiatives may require modifications to measured activities, gradients, and desired outcomes. Such modifications will require agreement by the LBNL, DOE BSO, and UCLMO Functional Team Leaders and Steering Committee review (see *Guidelines for Development of Contract No. DE-AC02-05CH111231, Appendix B, Performance Evaluation and Measurement Plan [PEMP], Fiscal Year 2008, Change Control*).

3.0 Customers

The primary internal customers of the LBNL Property Management system are the Division Property Representatives and Property Coordinators. The Laboratory Principal Investigators are the external customers. DOE is the Laboratory's primary stakeholder.

The Property Management system supports the scientific mission of the Laboratory by ensuring that the acquisition, control, identification, and utilization of personal property benefit researchers, the Laboratory, and taxpayers.

4.0 Matrix Overview

The BSC Model Index is comprised of a matrix (scorecard) in table format designed to document the performance results for the most current reporting period. Measurement and scoring are ongoing and LBNL, DOE, and UCLMO can access the quarterly performance scores at anytime during the assessment period in order to measure the health of the property system. Quarterly reporting allows for quick intervention in any element and serves as a key component of the DOE Operational Property Management Awareness Program. The BSC Model Index results will be officially reported to DOE as scheduled.

The BSC Model Index scorecard provides feedback on both internal business processes and outcomes to assist in continually improving the work processes and the resulting products delivered. It measures critical activities where outcomes may have immediate impact on customers and activities where outcomes may have a delayed impact on customers.

The *FY 2008 Property Management BSC Matrix* (as shown in Attachment A) is designed to evaluate performance within the context of four major perspectives. These perspectives are:

Customer
Internal Business
Learning and Growth
Financial

These perspectives are then subdivided into specific performance measures. They are:

CUSTOMER PERSPECTIVE

Effective Service/Partnership
External Customer Satisfaction
Internal Customer Satisfaction
Accuracy of and Consent to Property Assignments

INTERNAL BUSINESS PERSPECTIVE

Effective Life Cycle Management
Asset Accountability (Equipment / Sensitive)
Equipment Utilization (Vehicles)

Property Management Balanced Scorecard Model Index Plan

- Excess Processing
- Use of Information Technology
 - On-Line Sales
- Purchase Card Acquisitions
 - Recording Timeliness of Database Recording
- Subcontractor Held Property
 - Identified and Tracked

LEARNING AND GROWTH PERSPECTIVE

- Employee Alignment
 - Training
 - Individual Development Plans
 - Annual Performance Evaluations

FINANCIAL PERSPECTIVE

- Cost Efficiency
 - Baseline Major Processes
 - Improve Efficiency Trend of Targeted Processes
- Fleet Composition
 - SUV Off-Road Use
- Petroleum Requirements
 - Reduction in Usage

5.0 Measurement and Scoring Methodology

5.1 Target

DOE Headquarters has identified national targets for the balanced scorecard measures. Gradients have been established for each BSC Model Index measure based on these targets and the Laboratory's historical performance.

5.2 Point Value

LBNL, DOE, and UCLMO established a consensually acceptable point value for each measure. The range in point value is from 0 to 10 per measure. Points for each measure will be assigned based on performance against the gradients established, as defined in *Attachment B, FY 2008 Property Management BSC Model Index Scoring Methodology*. The points are distributed to the following perspectives:

PERSPECTIVE	POINTS
Customer	20
Internal Business	54
Learning and Growth	6
Financial	20
TOTAL	100

If LBNL, DOE, and UCLMO agree in advance that a measured activity will not be performed, the three parties will determine an equitable way of distributing the assigned points.

5.3 Overall Scoring

The total earned points for each core element are added together to arrive at the overall score for the organization. One hundred (100) points are available as specified in Attachment A. Property Management will use the Scoring Methodology provided on Page 1 and 2 of the *Acquisition and Property Management Systems Balanced Scorecard Plans*, to convert the total points achieved to a PEMP Score.

6.0 BSC Model Index Scoring Methodology

Attachment B, FY 2008 Property Management BSC Model Index Scoring Methodology describes the process used to establish the individual performance measure results, the mathematical approach used to calculate the results, and the criteria for establishing the numerator and denominator values.

7.0 Reporting

Quarterly reports and briefings will be provided to DOE BSO and UCLMO. The reports will include necessary narrative, the overall score, and the numerical scores for each core measure; the supporting activity score for each measured activity; and required supporting documentation. Supporting documentation may be a narrative report, graph, chart, or spreadsheet. DOE BSO will provide LBNL with written feedback during the year as to how they perceive performance against the measures and any other concerns they have related to contract performance, whether or not they are reflected in the measures.

The Property Team (LBNL, DOE BSO, and UCLMO) will meet as required to coordinate on issues.

LBNL Property Management will provide “as-needed” debriefings to DOE BSO and UCLMO on critical accomplishments, such as property inventory results.

ATTACHMENT A
FY2008
PROPERTY MANAGEMENT BSC MATRIX

#	REF	OBJECTIVE	CM #	CORE MEASURES	CORE ELEMENTS	TARGET	POINTS AVAILABLE	POINTS EARNED
Customer Perspective								
1	B-12	EFFECTIVE SERVICE/PARTNERSHIP (i.e., responsiveness, cooperation, quality, timeliness, and level of communication.	1-a	External customer satisfaction: Extent that external customers are satisfied with the implementation of the PMIP and the role played by the core Property Management Group in the implementation process.	TIMELINESS: Extent of external customer satisfaction with the timeliness of specific personal property products and services or percent of products and services that were delivered to external customers in a timely fashion.	80.0%	5	
			1-b		QUALITY: Extent of external customer satisfaction with the quality of the information and services provided or percent of products and services that met external customers' quality expectations.			
			1-c		PARTNERSHIP: Extent of external customer satisfaction with the responsiveness , cooperation, and level of communication with the personal property office.			
2	B-13		2-a	Internal customer satisfaction: Extent that internal customers are satisfied with specific personal property products and services.	TIMELINESS: Extent of internal customer satisfaction with the timeliness of specific personal property products and services or percent of products and services that were delivered to internal customers in a timely fashion.	80.0%	5	
			2-b		QUALITY: Extent of internal customer satisfaction with the quality of specific personal property products and services or percent of products and services that met internal customers' quality expectations.			
			2-c		PARTNERSHIP: Extent of internal customer satisfaction with the responsiveness , cooperation, and level of communication with the personal property office.			
3	B-14		3-a	Accuracy of property assignments (internal): Percent of sampled property items confirmed by the accountable individual or organization as being properly assigned.	Percent of sampled sensitive items confirmed by the accountable individual or organization as being properly assigned.	98.0%	5	
4			3-b		Percent of sampled equipment items confirmed by the accountable individual or organization as being properly assigned.	98.0%	5	
Internal Business Perspective								
5	B-22	Effective Life Cycle Management of Assets to Meet Departmental Missions	1-a	Asset Accountability: Percent of equipment and sensitive property subject to physical inventory located during inventory.	Percent of equipment property inventory located during physical inventory by acquisition cost.	99.0%	10	
6					Percent of equipment property inventory located during physical inventory by items.	98.0%	10	
7					Percent of sensitive property inventory located during physical inventory by acquisition cost.	99.0%	10	
8					Percent of sensitive property inventory located during physical inventory by items.	98.0%	10	
9	B-23		2-a	Equipment Utilization: Percent of equipment meeting Federal or local utilization standards or objectives.	Percent of vehicles subject to use criteria meeting use criteria.	94.0%	10	
10	B-24		3-a		Percent of increase in the volume of items reported excess and disposed of within 180 days as compared with the previous cycle.	8.0%	0	
11		Use of Information Technology to Improve Asset Management Performance	2-a		Percent of surplus items sold using "on line" sales media during the year.	10.0% per year for three years (FY 2006 - FY 2008)	4	
12		Ensure that personal property acquired via purchase card is recorded in the property and financial management systems.	3-a	Personal property is not allowed to be purchased with a Purchase Card, unless an exception is granted by the Property Manager.	Percent of personal property acquired via purchase card is recorded in the property and financial databases within 72 hours of receipt of property.	98.0%	0	
13		Ensure that subcontractor held personal property is recorded in the contractor's property management system.	4-a		Percent of subcontractor-held property that is identified in the contractor's property inventory database upon review of invoices and/or scheduled inventories.	98.0%	0	

**ATTACHMENT A
FY2008
PROPERTY MANAGEMENT BSC MATRIX**

#	REF	OBJECTIVE	CM #	CORE MEASURES	CORE ELEMENTS	TARGET	POINTS AVAILABLE	POINTS EARNED
Learning and Growth Perspective								
14	B-33	Employee Alignment	2-a	Employee Alignment: Percent of property management employees having performance expectations and training requirements that respond to BSC objectives.	Percent of scheduled training, supporting BSC objectives, completed by personal property management employees during the period.	93.0% scheduled training completed	3	
15			2-b		Percent of personal property professional staff with an individual development plan based on BSC objectives.	93.0% of personal property professional staff have individual development plans.	2	
16			2-c		Percent of personal property professional staff that received an annual review of performance against BSC objectives.	93.0% of personal property professional staff receive annual performance evaluations.	1	
Financial Perspective								
17	B-38	Optimum Cost Efficiency of Property Management Operations	1-a	Optimum Cost Efficiency - Internal Processes		Capture cost and performance data for the Foreign Loan, Borrow, Off Site Control, Walk-Through Program and Transfer processes. Implement improved efficiencies, increased quality, or reduced costs for trending. Develop, document and report quarterly.	10	
18			1-b	Optimum Cost Efficiency - Functional Evaluation		Report on progress achieved in implementing the PMIP. Identify and report on issues arising out of implementation and how they are being addressed. Identify and report of key benefits and efficiencies realized.	6	
19		Ensure the fleet is comprised of vehicles needed to meet the site's mission and still achieve maximum economy and efficiency.	2-a	By each non-law enforcement sport utility vehicle (SUV), compare the number of trips made that required driving on other than normal road conditions with the total number of trips the SUV made.	Note: All SUV's at LBNL are used by either Security or Emergency Services organizations.	N/A	0	
20		Ensure DOE meets the reduction of petroleum consumption requirement of Executive Order 13149.	3-a	The percent of reduced petroleum consumption within entire motor vehicle fleet, as compared with FY 2005 petroleum consumption levels.		Achieve a 2% reduction when compared to the FY 2005 petroleum consumption.	4	
TOTAL POINTS							100	

Attachment B

FY 2008 Property Management BSC Model Index Scoring Methodology

CUSTOMER PERSPECTIVE

1.0 External Customer Satisfaction – Laboratory Personnel Contacting Property Management

The Property Management Improvement Plan (PMIP) phase-in will require Division personnel to adapt to new or modified responsibilities. Securing Division cooperation will depend significantly upon a thorough understanding of their confidence in Property Management. The FY 2008 Customer Survey can provide a useful tool during this period to highlight areas where the Property Management Group can understand and support Division efforts to make the adjustments required by the realignment.

A customer survey targeting trust and perception will drive our development of communication and training tools, leading to partnerships with new levels of satisfaction and attention to stewardship. The customer survey will help Property Management understand the areas where cooperation and a sense of partnership are strong and where energy must be focused on concerns.

The Property Management Group wants its constituents to know that there are opportunities for feedback during the implementation of the PMIP. The survey results can highlight areas where information and skill development are lacking so that training can target those needs.

The first three months of the FY will be devoted to identifying the target audience, defined as External Customers (potentially Business Managers, Property Representatives and Coordinators, Property Accounting, Shipping, Receiving and Excess) and developing the questionnaire. During this period, Property Management will document the Division interactions by personnel and topics. The content of the survey will emerge from the substance of those interactions and be distributed to the participants on April 30 and August 31, 2008. It is expected that the data will provide indicators of both the success of the PMIP phase-in and the areas where Property Management may need to increase their efforts to secure the cooperation of the division property contacts.

Property Management will use a web-based and/or hard copy survey to obtain customer feedback in a format that can be easily viewed and interpreted. The survey will include the opportunity for comment and encourage participants to provide specific, individual remarks. The survey will be given twice during the year to ensure the validity of the sample.

The questions will be based on two criteria: Timeliness of the Response and Quality of the Service. Responders will be asked to grade the service in these areas based on a 5 (high) to 1 (low) scoring methodology. An average score per survey of 3 or better on the 5 point scale will indicate a satisfied customer.

Surveys with an average score of less than 3 will be reviewed with the Site Office Contracting Officer for determination of appropriateness or applicability of specific comments or, if no comments are provided, whether or not the survey should be counted. The formula to calculate the overall external customer satisfaction rating will be:

Property Management Balanced Scorecard Model Index Plan

% =	Number of satisfied External Customers
	Total number of External Customers responding to survey

Measure: Extent that external customers are satisfied with the implementation of the PMIP and the role played by the core Property Management Group in the implementation process.

BSC Target = 80.0%

Gradients:

External Customer Satisfaction Rating	Points Earned
>= 85.0%	5.0
82.0 - 84.9%	4.5
78.0 - 81.9%	4.0
73.0 - 77.9%	3.5
67.0 – 72.9%	3.0
< 67.0%	0

2.0 Internal Customer Satisfaction – Property Representatives and Property Coordinators

All Laboratory Property Representatives and Property Coordinators, having been defined as internal customers, will be requested to respond to a survey, prepared and tabulated by the Property Management Advisory Board, during the third quarter of the fiscal year. The survey will be based on questions relating to communication, database functionality, and efficiency, using the three factors of Timeliness, Quality, and Partnership as key criterion. Internal customers will be requested to grade these areas based on a 1 (low) to 5 (high) scoring methodology. The survey also provides for specific, individual comments. An average score per survey of 3 or better on the 5 point scale will indicate a satisfied customer. The formula to calculate the overall internal customer satisfaction rating will be:

% =	Number of satisfied Property Representatives and Property Coordinators
	Total number of Property Representatives and Property Coordinators responding to survey

Measure: Extent that internal customers are satisfied with specific personal property products and services.

BSC Target = 80.0%

Property Management Balanced Scorecard Model Index Plan

Gradients:

Internal Customer Satisfaction Rating	Points Earned
>= 85.0%	5.0
82.0 - 84.9%	4.5
78.0 - 81.9%	4.0
73.0 - 77.9%	3.5
67.0 - 72.9%	3.0
< 67.0%	0

3.0 Accuracy of Sensitive Property Assignments.

The Laboratory will utilize the inventory population to verify the accuracy of custodian assignments. The sample will be comprised of a statistically justifiable number of assets randomly selected from the sensitive property assets inventory population. Property Management will identify the custodian of record for each property asset in the sample. An e-mail will be sent to each custodian identifying the asset(s) assigned to them appearing in the sample, asking them to respond indicating that the assignment is accurate or not accurate.

% =	Number of sampled sensitive assets selected that are accurately assigned to custodians
	Total number of sensitive assets selected from the sensitive property assets inventory population

Measure: Percent of sampled sensitive assets confirmed by the accountable individual as being properly assigned.

BSC Target = 98.0%

Gradients:

Sensitive Assets Properly Assigned	Points Earned
>= 98.0%	5.0
95.0 – 97.9%	4.5
91.0 – 94.9%	4.0
86.0 – 90.9%	3.5
80.0 – 85.9%	3.0
< 80.0%	0

4.0 Accuracy of Equipment Property Assignments.

The Laboratory will utilize the inventory population to verify the accuracy of custodian assignments. The sample will be comprised of a statistically justifiable number of assets randomly selected from the equipment property assets inventory population. Property Management will identify the custodian of record for each property asset in the sample. An e-mail will be sent to each custodian identifying the asset(s) assigned to them appearing in the sample, asking them to respond indicating that the assignment is accurate or not accurate.

Property Management Balanced Scorecard Model Index Plan

% =	Number of sampled equipment assets selected that are accurately assigned to custodians
	Total number of equipment assets selected from the equipment property assets inventory population

Measure: Percent of sampled equipment assets confirmed by the individual as being properly assigned.

BSC Target = 98.0%

Gradients:

Equipment Assets Properly Assigned	Points Earned
>= 98.0%	5.0
95.0 – 97.9%	4.5
91.0 – 94.9%	4.0
86.0 – 90.9%	3.5
80.0 – 85.9%	3.0
< 80.0%	0

INTERNAL BUSINESS PERSPECTIVE

5.0 Inventory of Equipment Property (Acquisition Cost)

The Laboratory will perform an inventory in accordance with the *LBNL Property Management FY 2006 – 2010 Inventory Plan* and the *FY 2008 Statistical Sample Inventory Plan* to be submitted to UC for concurrence and to DOE for approval by October 1, 2007.

% =	Acquisition cost of equipment property assets inventoried and accounted for
	Acquisition cost of the equipment property assets in the inventory

Measure: Percent of equipment property inventory located during physical inventory by acquisition cost.

BSC Target = 99.0%

Gradients:

Equipment Property Items Located (By Acquisition Cost)	Points Earned
>= 99.5%	10.0
99.2 – 99.4%	9.0
98.7 – 99.1%	8.0
98.0 – 98.6%	7.0
97.1 – 97.9%	6.0
< 97.1%	0

Property Management Balanced Scorecard Model Index Plan

6.0 Inventory of Equipment Property (Items)

The Laboratory will perform an inventory in accordance with the *LBNL Property Management FY 2006 – 2010 Inventory Plan* and the *FY 2008 Statistical Sample Inventory Plan* to be submitted to UC for concurrence and to DOE for approval by October 1, 2007.

% =	Number of equipment property assets inventoried and accounted for
	Number of equipment property assets in the inventory

Measure: Percent of equipment property inventory located during physical inventory by items.

BSC Target = 98.0%

Gradients:

Equipment Property Items Located (By Item)	Points Earned
>= 98.5%	10.0
98.2 – 98.4%	9.0
97.7 – 98.1%	8.0
97.0 – 97.6%	7.0
96.1 – 96.9%	6.0
< 96.1%	0

7.0 Inventory of Sensitive Property (Acquisition Cost)

The Laboratory will perform an inventory in accordance with the *LBNL Property Management FY 2006 – 2010 Inventory Plan* and the *FY 2008 Statistical Sample Inventory Plan* to be submitted to UC for concurrence and to DOE for approval by October 1, 2007.

% =	Acquisition cost of sensitive property assets inventoried and accounted for
	Acquisition cost of the sensitive property assets in the inventory

Measure: Percent of sensitive property inventory located during physical inventory by acquisition cost.

BSC Target = 99.0%

Gradients:

Sensitive Property Items Located (By Acquisition Cost)	Points Earned
>= 99.5%	10.0
99.2 – 99.4%	9.0
98.7 – 99.1%	8.0
98.0 – 98.6%	7.0
97.1 – 97.9%	6.0
< 97.1%	0

Property Management Balanced Scorecard Model Index Plan

8.0 Inventory of Sensitive Property (Items)

The Laboratory will perform an inventory in accordance with the *LBNL Property Management FY 2006 – 2010 Inventory Plan* and the *FY 2008 Statistical Sample Inventory Plan* to be submitted to UC for concurrence and to DOE for approval by October 1, 2007.

% =	Number of sensitive property assets inventoried and accounted for
	Number of sensitive property assets in the inventory

Measure: Percent of sensitive property inventory located during physical inventory by items.

BSC Target = 98.0%

Gradients:

Sensitive Property Items Located (By Item)	Points Earned
>= 98.5%	10.0
98.2 – 98.4%	9.0
97.7 – 98.1%	8.0
97.0 – 97.6%	7.0
96.1 – 96.9%	6.0
< 96.1%	0

9.0 Vehicle Utilization

The Laboratory will measure the percentage of vehicles subject to use criteria that meet use criteria established per the *Lawrence Berkeley National Laboratory Vehicle Local Use Objectives*. Vehicle utilization will be monitored and reviewed on a quarterly basis.

The vehicle utilization calculation will be adjusted if vehicles are added or removed from service during the reporting period using the following rules:

- Out of service for repair or returned to the General Services Administration (GSA). The utilization standards will be pro-rated according to the total number of days a vehicle is unavailable for service.
- Utilization for replacement vehicles will be reported the first full month of service after the vehicle it replaced is returned to GSA.

Scoring will be based on the equation below:

% =	Number of LBNL vehicles subject to use criteria that meet use criteria
	Total number of LBNL vehicles subject to use criteria as of the end of the fiscal year

Measure: Percent of motor vehicles meeting use criteria.

Property Management Balanced Scorecard Model Index Plan

BSC Target = 94.0%

Gradients:

LBNL Vehicles Meeting Use Criteria	Points Earned
Greater than or equal to 94.0%.	10.0
Greater than 75.0% but less than 94.0% and management demonstrates that fleet management strategies ¹ were accomplished for most vehicles not meeting utilization standards.	6.0 – 9.0
60.0% to 75.0% and management demonstrates that some vehicles not meeting utilization standards have had fleet management strategies accomplished.	3.0 – 5.0
Less than 60.0% and management demonstrates that some vehicles not meeting utilization standards have had fleet management strategies accomplished.	0 – 2.0

10.0 Excess Processing

During FY 2005, the Laboratory declared excess and disposed of 1,891 property assets within the 180-day criteria establishing a baseline, as required by this measure, for determining future improvement. In FY 2006, the Laboratory disposed of 2,052 assets within the 180-day criteria, an 8.5% increase over the FY 2005 disposition level. The target for determining successful performance against this measure in FY 2008 is whether the Laboratory can increase the number of assets disposed of within the 180-day criteria by 8 percent over the level achieved in FY 2007.

The Laboratory will determine the population size for all disposal actions completed within the 180-day criteria in FY 2008 and compare it to the FY 2007 result. The measure will be based on determining whether the percentage increase in disposal actions from FY 2007 to FY 2008 is 8 percent or greater.

% Change =	Number of assets disposed of within 180 days (current year – prior year)
	Number of assets disposed of within 180 days during prior year

Measure: Increase the number of assets disposed of within the 180-day criteria by 8 percent over the FY 2007 result.

¹ Fleet management strategies include but are not limited to rotation, justification for retention, and turn-in of vehicles not needed to accomplish the mission.

Property Management Balanced Scorecard Model Index Plan

BSC Target = Increase the percentage of assets disposed of within the 180-day criteria in FY 2007 by 8.0% or more.

Results will be reported under the DOE Contractor Property Management BSC Program only. No points are assigned to this measure under the Balanced Scorecard Model Index Plan.

11.0 Information Technology

The Excess Group established a process for selling surplus items via "on line" sales. The three-year goal (FY 2006 – FY 2008) is to increase the number of "items" sold "on-line" by 10% per year when compared with prior year on-line sales. For FY 2008, to earn all the points, 35 items must be sold "on-line".

% Change =	Number of items sold "on-line" (current year – prior year)
	Total number of items sold on-line during prior year

Measure: Percent of surplus items sold using "on line" sales media during the year.

BSC Target = Increase percentage of on-line sales achieved in FY 2007 by 10.0% or more.

Gradients:

Number of Items Sold On-Line	Points Earned
>= 35	4.0
32 - 34	3.5
29 - 31	3.0
26 - 28	2.5
23 - 25	2.0
20 - 22	1.5
17 - 19	1.0
15 - 16	0.5
< 15	0

12.0 Purchase Card Acquisitions

The Laboratory will ensure that tagged (sensitive and equipment property) assets acquired via a Purchase Card are recorded in the property and financial database. The Laboratory policy is not to permit the acquisition of sensitive or equipment property via the Purchase Card. However, on occasion, exceptions are made requiring the Property Manager's approval. Property Management has established a methodology for tracking these exceptions with Procurement and Receiving and will report performance each quarter. This measure will be scored on whether or not those exceptions are processed in a timely manner (72 hours of receipt of property).

Property Management Balanced Scorecard Model Index Plan

% =	Number of tagged personal property items acquired via purchase card that were recorded into the property and financial databases within 72 hours
	Total number of tagged personal property items acquired via purchase card

Measure: Percent of personal property acquired via purchase card that is recorded in the property and financial databases within 72 hours of receipt of property.

BSC Target = 98.0%

Results will be reported under the DOE Contractor Property Management BSC Program only. No points are assigned to this measure under the Balanced Scorecard Model Index Plan.

13.0 Subcontractor-Held Property

The goal of this measure is to ensure that all subcontractor-held personal property is recorded in the Laboratory's property management system. Assets may be provided as Government Furnished Property (GFP) or as Subcontractor Acquired Property (SAP). GFP and SAP assets are both included relative to this performance measure. Berkeley Laboratory's Property Management organization tracks and controls GFP and SAP based on notification from Procurement who is responsible for providing copies of the subcontract to Property Management. Property Management will submit a request to all known subcontractors with GFP or SAP, requesting they provide documentation verifying the GFP or SAP under their control. Property will ensure applicable equipment and sensitive assets are identified in the property database. Note: Property Management does not review invoices from subcontractors.

% =	A - (B + C)
	A

A = Number of subcontractor-held bar-coded assets identified in the Laboratory's property database.

B = Number of subcontractor-held bar-coded assets in the Laboratory's property database not located during the subcontractors' inventory.

C = Number of subcontractor-held bar-coded inventoried assets not identified in the Laboratory's property database.

Measure: Percent of subcontractor-held property that is identified in the contractor's property inventory database upon review of invoices and/or schedule inventories.

BSC Target = 98.0%

Results will be reported under the DOE Contractor Property Management BSC Program only. No points are assigned to this measure under the Balanced Scorecard Model Index Plan.

Property Management Balanced Scorecard Model Index Plan

LEARNING AND GROWTH PERSPECTIVE

14.0 Employee Alignment – Training

Employee training encompasses two categories of Laboratory employees. The employees are either matrixed staff members who support the decentralized property management function in the Divisions or the core Property Management professional staff.

The Property Management office will provide structured, scheduled training on a variety of property related subjects to the Divisional matrixed staff members that support BSC objectives. In addition, the core Property Management professional staff will participate in scheduled training that supports the BSC objectives. The training may be offered on-site, off-site, and through external institutions and/or associations such as the National Property Management Association.

% =	Number of personal property core professional staff and staff matrixed to Divisions that completed scheduled training supporting BSC objectives
	Total number of personal property professional staff and staff matrixed to Divisions

Measure: Percent of scheduled training, supporting BSC objectives, completed by personal property management employees during the period.

BSC Target = 93.0%

Gradients:

% of Scheduled Training Completed	Points Earned
>= 93.0%	3.0
< 93.0%	0

15.0 Employee Alignment – Individual Development Plans

Individual Development Plans will be included in the annual Performance Evaluations of all Property Management staff. These Development Plans will be based on the BSC objectives.

% =	Number of personal property professional staff with an individual development plan based on BSC objectives
	Total number of personal property professional staff

Measure: Percent of personal property professional staff with an individual development plan based on BSC objectives.

BSC Target = 93.0%

Property Management Balanced Scorecard Model Index Plan

Gradients:

% Staff With Individual Development Plan Based on BSC Objectives	Points Earned
>= 93.0%	2.0
< 93.0%	0

16.0 Employee Alignment – Annual Performance Evaluations

The Property Management professional staff will be given an annual performance evaluation which will include measurement against BSC objectives.

% =	Number of personal property professional staff that have an annual review of performance against BSC objectives
	Total number of personal property professional staff

Measure: Percent of personal property professional staff that received an annual review of performance against BSC objectives.

BSC Target = 93.0%

Gradients:

% of Staff That Received an Annual Review of Performance Against BSC Objectives	Points Earned
>= 93.0%	1.0
< 93.0%	0

17.0 Optimum Cost Efficiency - Internal Processes

During FY 2008, the Laboratory will continue to test and evaluate changes to the Borrows, Off-Site controls, Walk-Through Program, and Transfer processes implemented in FY 2007. A detailed review of all open Loans begun in FY 2006 will be completed in FY 2008. Cost and performance data will be captured during the review and trended through FY 2009.

No additional processes will be identified in FY 2008 for analysis to allow adequate time to complete the testing and evaluation of processes identified in FY 2006 and FY 2007. The Laboratory will document and report on the testing and evaluation of these processes and the results achieved during the fiscal year.

Measure: Identification and implementation of process improvements.

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Target = Capture cost and performance data for the Foreign Loans, Borrows, Off-Site Controls, Walk-Through Program, and Transfer processes. Implement improved efficiencies, increased quality, or reduced costs for trending. Develop, document, and report quarterly. If target is met, the Laboratory will earn 10.0 points.

18.0 Optimum Cost Efficiency - Functional Evaluation

During FY 2006, Property Management underwent a Program Review designed to facilitate and support the planned reengineering of the Property function. The Review addressed risks, resources, quality, systems, and configuration of the organization. Recommendations were also provided.

As a result of the review, reengineering of the Property function was defined as a Project and a Project Manager was assigned.

During FY 2007, Property Management worked with the Project Manager to develop and implement a detailed Project Plan that addresses the recommendations provided by the Program Review. The Project Plan has been reviewed and commented on by key customers. Necessary work efforts to support project implementation such as defining roles and responsibilities, data cleanup in the Asset Management System and accessing further decentralization to improve efficiency was substantially completed.

During FY 2008, Property Management will implement the Property Management Improvement Project (PMIP). Target date for implementation is October 1, 2007. The PMIP will require a phased implementation with full implementation planned for December 31, 2007.

Measure: Improving the efficiency of the Property Management function.

Target = Report on progress achieved in implementing the PMIP. Identify and report on issues arising out of implementation and how they are being addressed. Identify and report on key benefits and efficiencies realized. If target is met, the Laboratory will earn 6.0 points.

FINANCIAL PERSPECTIVE

19.0 Fleet Composition

The goal of this measure is to ensure that for each non-law enforcement sport utility vehicle (SUV) the number of trips made that required driving on other than normal road conditions is compared with the total number of trips the SUV made.

NOTE: Berkeley Lab only has four SUV's; three are used by Security and one for Emergency Services. Therefore, no points are assigned to this measure and no points may be earned.

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20.0 DOE Fuel Reduction Requirement

In comparison to Berkeley Lab's FY 2005 petroleum consumption level, the Laboratory will demonstrate a 2% reduction per year through FY 2015.

% =	FY 2005 - FY 2008 Petroleum Consumption level
	FY 2005 Petroleum Consumption level

Measure: Percent of reduced petroleum consumption within entire motor vehicle fleet, as compared with FY 2005 petroleum consumption levels.

Target = Achieve a 2% reduction when compared to the FY 2005 petroleum consumption. If the target is met 4.0 points will be earned.